



County-Wide Shared Services Property Tax Savings Plan

APPENDIX A

County-wide Shared Services Property Tax Savings Plan Summary

County of Chautauqua			
County Contact: Dan Heitzenrater			
Contact Telephone: (716)-753-4672			
Contact Email: heitzend@co.chautauqua.ny.us			
Partners			
Row 1 – (total # of) Cities in County			
	Participating Cities	Panel Representative	Vote Cast (Yes or No)*
1.	Dunkirk	Mayor Willie Rosas	Yes
2.	Jamestown	Mayor Samuel Teresi	
3.			
4.			
5.			
6.			
Use additional sheets, if necessary. *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.			
Row 2 – (total # of) Towns in County			
	Participating Towns	Panel Representative	Vote Cast (Yes or No)*
1.	Arkwright	Frederic Norton	
2.	Busti	Jesse Robbins	
3.	Carroll	Jack Jones Jr.	
4.	Chautauqua	Donald Emhardt	Yes
5.	Cherry Creek	William Young	Yes
6.	Dunkirk	Richard Puroil	Yes
7.	Ellery	Arden Johnson	Yes
8.	Ellicott	Patrick McLaughlin	Yes
9.	Ellington	Laura Cronk	



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10.	French Creek	David White	
11.	Gerry	John Crossley	
12.	Hanover	Todd Johnson	
13.	Kiantone	Kevin Myers	Yes
14.	Mina	Rebecca Brumagin	Yes
15.	North Harmony	Sally Carlson	Yes
16.	Poland	Kelly Snow	
17.	Pomfret	Donald Steger	Yes
18.	Portland	Daniel Schrantz	
19.	Ripley	Douglas Bowen	Yes
20.	Sheridan	Louis Delmont Sr.	

Use additional sheets, if necessary.

*The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.

21.	Sherman	Mark Persons	Yes
22.	Stockton	David Wilson	
23.	Villanova	Richard Ardillo Jr.	Yes
24.	Westfield	Martha Bills	Yes
25.	Clymer	Travis B. Heiser	
26.	Charlotte	Kenneth Bochmann	Yes
27.	Harmony	Bill Lawson	Yes



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Row 3 – (total # of) Villages in County			
Participating Villages		Panel Representative	Vote Cast (Yes or No)*
1.	Bemus Point	Bryan Dahlberg	Yes
2.	Brocton	Richard Frost	
3.	Cassadaga	Mary Jo Anne Bauer	
4.	Celoron	Scott Schrecengost	Yes
5.	Cherry Creek	Bruce Hendricks (acting)	
6.	Falconer	James Rensel	Yes
7.	Fredonia	Athanasia Landis	Yes
8.	Lakewood	Cara Birrittieri	Yes
9.	Mayville	Martin Bova Jr.	Yes
10.	Panama	William Schneider	
11.	Silver Creek	Nicodemo Piccolo	
12.	Sinclairville	James Kianos Jr.	Yes
13.	Westfield	Mike VandeVelde	
14.			
15.			
16.			
17.			
18.			
19.			
20.			
21.			

Use additional sheets, if necessary.
 *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.



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Row 4 – (total # of) School Districts, BOCES, and Special Improvement Districts in			County
	Participating School Districts, BOCES, and Special Improvement Districts	Panel Representative	Vote Cast (Yes or No)*
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			
Use additional sheets, if necessary. *The written justification provided by each Panel Representative in support of his or her vote on the Plan is attached hereto, as Exhibit 1.			
Row 5			
	2017 Local Government Property Taxes	The sum total of property taxes levied in the year 2017 by the county, cities, towns, villages, school districts, BOCES, and special improvement districts within such county.	
	\$ 240,485,739.27		



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Row 6	
<p style="text-align: center;">2017 Participating Entities Property Taxes</p>	<p>The sum total of property taxes levied in the year 2017 by the county, any cities, towns, villages, school districts, BOCES, and special improvements districts identified as participating in the panel in the rows above.</p>
<p>\$109,571,978.27</p>	
Row 7	
<p style="text-align: center;">Total Anticipated Savings</p>	<p>The sum total of net savings in such plan certified as being anticipated in calendar year 2018, calendar year 2019, and annually thereafter.</p>
<p>2018: \$1,003,500</p>	
Row 8	
<p style="text-align: center;">Anticipated Savings as a Percentage of Participating Entities Property Taxes</p>	<p>The sum total of net savings in such plan certified as being anticipated in calendar year 2018 as a percentage of the sum total in Row 6, calendar year 2019 as a percentage of the sum total in Row 6, and annually thereafter as a percentage of the sum total in Row 6.</p>
<p>0.92%</p>	<p>Anticipated savings demonstrated in 2018 will reasonably recur in 2019 and thereafter on a similar percentage basis in direct proportion to the amount the property taxes levied as a whole increase or decrease each year.</p>
Row 9	
<p style="text-align: center;">Anticipated Savings to the Average Taxpayer</p>	<p>The amount of the savings that the average taxpayer in the county will realize in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.</p>
<p>2018: \$11.23</p>	<p>Anticipated savings was calculated considering each taxable parcel in the county as an individual taxpayer. Anticipated savings in 2018 will reasonably recur in 2019 and thereafter if realized, and may increase if 2019 and 2020 projects are implemented and yield savings. While the amount shown is a countywide average, greater savings will be concentrated in those municipalities where the shared services projects take place.</p>



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Row 10	
<p style="text-align: center;">Anticipated Costs/Savings to the Average Homeowner</p>	<p>The percentage amount a homeowner can expect his or her property taxes to increase or decrease in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.</p>
<p style="text-align: center;">2018: 0.42%</p>	<p>Percentage amount of annual savings was calculated using tax bill average countywide. Percent of annual savings will reasonably recur in 2019 and thereafter on a similar basis in proportion to the amount which assessed valuation and property tax rates fluctuate annually. While the percentage amount shown is a countywide average, greater savings will be concentrated in those municipalities where the shared services projects take place.</p>
Row 11	
<p style="text-align: center;">Anticipated Costs/Savings to the Average Business</p>	<p>The percentage amount a business can expect its property taxes to increase or decrease in calendar year 2018, calendar year 2019, and annually thereafter if the net savings certified in the plan are realized.</p>
<p style="text-align: center;">2018: 0.42%</p>	<p>Percentage amount of annual savings was calculated using tax bill average countywide. Percent of annual savings will reasonably recur in 2019 and thereafter on a similar basis in proportion to the amount which assessed valuation and property tax rates fluctuate annually. While the percentage amount shown is a countywide average, greater savings will be concentrated in those municipalities where the shared services projects take place.</p>



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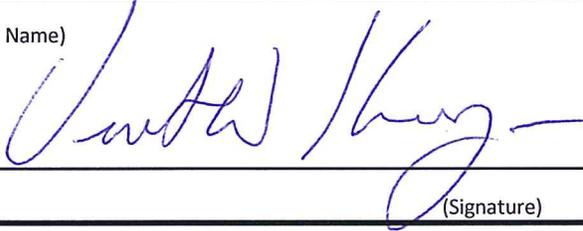
CERTIFICATION OF PLAN AND PROPERTY TAX SAVINGS TO DIRECTOR OF BUDGET

By my signature below, I hereby certify that the County-Wide Shared Services Property Tax Savings Plan submitted herewith is final, that it was completed in accordance with the requirements of Part BBB of Chapter 59 of the Laws of 2017, and that the savings identified and contained herein are true and accurate to the best of my knowledge and belief.

Vincent W. Horrigan

County Chief Executive Officer

(Print Name)



9-15-17

(Signature)

(Date)

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: MARtha Bills

Municipality: TOWN OF Westfield

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES NO

Reason for your vote:

Support for plan but implimentation
based on results of further study and
available ^{of} funding after careful consideration
and board support. I hope that this will
guide our county into a productive future
with improved services and saving for our
citizens =

Signature:

Date: 9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Athanasia Landis, MD Mayor

Municipality: Village of Fredonia

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

Based on the belief that consolidating heavy and expensive equipment is by far the best way to save money, the other being consolidating "people" and positions, I vote YES to the proposed projects for the year 2018. It is our understanding that projects listed for subsequent years are NOT included in today's vote as they are in infant state and their effectiveness hasn't been determined. It is also my understanding that today's vote is by no means binding.

Signature:

Athanasia Landis MD

Date:

9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Scott Schrecengost Mayor

Municipality: Village of Celoron

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

With these initiatives in place and we
move forward, the rewards for municipalities
could be great.

Signature:

Scott Schrecengost

Date:

9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Sally Gelson, Supervisor
Municipality: Town of North Harmony

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

Hopefully, this plan will generate
savings for our taxpayers. Court consolidation
in the future, is important to our area.
I do believe that this plan is not binding.

Signature:

Sally P Gelson

Date:

9/12/2017

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: KEVIN MYERS - SUPERVISOR

Municipality: TOWN OF KIANTONE

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

I'm in agreement with the consolidation of fire depts. providing the coverage can be given to our residents. Fire departments are struggling to achieve membership.

This vote does not bind the town of Kiantone for any shared services within this plan.

I'm also in agreement with the research of consolidating court systems to see if it benefits the towns

Signature:

Kevin Myers

Date:

Sept 12, 2017

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: JAMES RENSEL

Municipality: VILLAGE OF FALCONER

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:
IT SAVES TAX PAYER MONEY.

Signature:  Date: 9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: WILFRED ROSAS - MAYOR

Municipality: CITY OF DUNKIRK

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

We need to consolidate Courts
throughout the County. This will
be a more efficient way to
function, and provide a savings
to tax payers.

Signature:

Wilfred Rosas

Date:

9/12/2017

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: WILLIAM W YOUNG SUPER Town of Cherry Creek

Municipality: Town of Cherry Creek

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

I believe in shared services!

Wonder how we decide on

justice consolidation.

Signature:

William W. Young

Date:

9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Richard Ardillo Town Supervisor

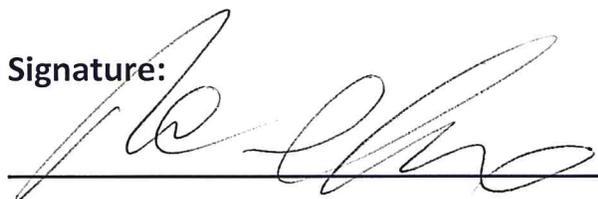
Municipality: Villenova

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

Save Money for the residents of Chautauqua
county

Signature: 

Date:
9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: REBECCA N. DRUMAGIN

Municipality: TOWN OF MINA

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

OPPORTUNITY FOR ADDITIONAL SHARED SERVICES SUPPORT —
ESPECIALLY FOR FIRE DEPARTMENT CONSOLIDATION
EFFORTS AND COURT CONSOLIDATION. THE FIRE
DEPARTMENT NEEDS ARE LARGE FOR EQUIPMENT
& FACILITY NEEDS AS WELL AS VOLUNTEER
RECRUITMENT AND SUPPORT. NONE OF THE
PROJECTS ARE BINDING.

Signature:

Rebecca N. Drumagin

Date:

9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Bryan Dahlberg Mayor

Municipality: Village of Bemus Point

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES NO

Reason for your vote:

Taxpayers Savings
All Projects are subject to funding
and not binding to the individual municipality.

Signature:

Bry - Dahlberg

Date:

9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Donald Emhardt Town Supervisor

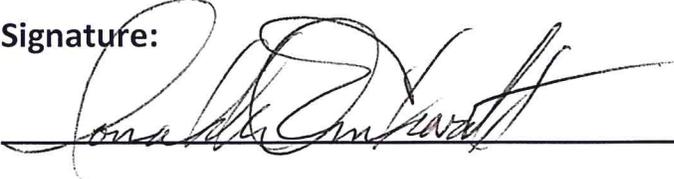
Municipality: Town of Chautauqua

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote: Possibility of tax savings

merging fire departments will save equipment costs and may bring younger people into the fire service

Signature: 

Date: 9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Arden Johnson Supervisor

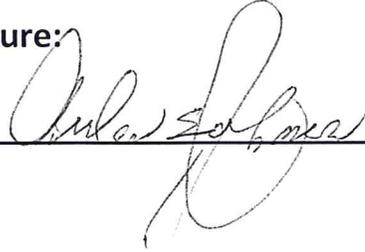
Municipality: Ellicy

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

Spring for the Regent's
SHARING Equipment

Signature: 

Date: 9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: PATRICK W. McLAUGHLIN, Supervisor

Municipality: Town of Ellicott

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

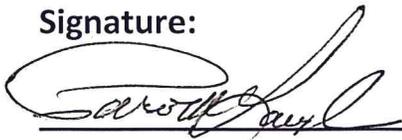
YES / NO

Reason for your vote:

TAX Savings for County Residents

STREAMLINE GOVERNMENT SERVICES - NO OVERLAP -

Signature:



Date:

9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Mark Persons - Supervisor

Municipality: Town of Sherman

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

Subject to Board approval & funding

Signature: 

Date: 9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: JAMES E. KIANOS JR.

Municipality: SINGHARVILLE

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

TIME TO SAVE AS MUCH AS CAN BE SAVED
IN LOCAL COUNTY GOVERNMENT
TAXES NEED TO BE LOWER RESIDENCE JUST CAN'T
KEEP AFFORDING TO LIVE HERE ESPECIALLY THE
ELDERLY ON SOCIAL SECURITY

Signature:

James E. Kianos Jr.

Date:

9-12-17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: MARTIN BOVA JR MAYOR

Municipality: Village of Mayville

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote: I UNDERSTAND THAT:
TO KEEP THE PROCESS MOVING FORWARD, THERE IS NOTHING
BINDING TO ANY MUNICIPALITY AND ANY FINAL DECISIONS
ARE GOING TO BE MADE AT THE LOCAL LEVEL, I
WILL SUPPORT THE PLAN. NOTHING CONTAINED IN THIS
PLAN WILL LOCK THE VILLAGE OF MAYVILLE INTO
ANY BINDING LEGAL CONTRACT.

Signature:

Martin Bova Jr

Date:

9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: KENNETH BOCHMAN

Municipality: TOWN OF CHARLOTTE

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

TO GENERATE SAVINGS TO TAXPAYERS AND
IMPROVE SERVICES CONSOLIDATION } REDUCTION
OF GOVERNMENT IS GOING TO BE NECESSARY
TO ACCOMPLISH THIS.

Signature:

Kenneth Bochman
SUPERVISOR, TOWN OF CHARLOTTE

Date:

9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Dick Puroc Town Supervisor

Municipality: Town of Dunkirk

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

1.) NOT IN FAVOR OF FORCED FIRE DEPT.
CONSOLIDATION. HAS SOME GOOD POSSIBILITY.
MUTUAL AID WORKS WELL WITH HIGHWAY AND
FIRE DEPTS. I AGREE WITH THIS INITIATIVE
IN PRINCIPLE.

Signature: 

Date: 9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Douglas Bowen, Town Supervisor

Municipality: Town of Ripley

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

I agree with the planning initiative to
develop efficiencies within our local government.

Signature:

Douglas Bowen

Date:

9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: DON STEGER SUPERVISOR

Municipality: TOWN OF POMFRET

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

We need to make progress
towards streamlining local
Government

Signature:

Don Steger

Date:

9/12/17

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Bill Lawson

Municipality: Town of Harmony

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

I am supporting the plan only as a non-binding study only. I will not support any effort to Nullify Municipal Home Rule Law. I also have my constituents comments that we have shared services for 100 years but they do not support consolidation

Signature: 

Date:

9/12

2017 Chautauqua Countywide Shared Services Initiative Plan
9/12/17 Panel Vote Ballot

Name & Title: Cara Birrittieri / Mayor

Municipality: Village of Lakewood

Vote: Do you approve the Chautauqua County 2017 Countywide Shared Services Plan?

YES / NO

Reason for your vote:

I absolutely agree with eliminating duplication of services + therefore finding as many ways to consolidate where reasonable and will ultimately save taxpayer dollars over the long term.

Signature: Cara Birrittieri Date: 9-12-17

County-wide Shared Service Property Tax Savings Plan

CHAUTAUQUA
COUNTY

SEPTEMBER
2017



Vincent W. Horrigan
County Executive

Gerace Office Building
3 North Erie Street
Mayville, NY 14757





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2018 Initiatives

Countywide Fire Service Initiative to Cut Costs

Chautauqua Region Water & Wastewater Cooperative

Dunkirk & Fredonia Collaborate in Shared Composting Facility

Towns of Gerry & Charlotte to Merge, Village of Sinclairville to Dissolve

Village of Cherry Creek Dissolves into Town

2019 Initiatives

Jamestown and Chautauqua County Police/Sheriff Staffing Partnership

Maple Springs, Hartfield, Mayville, & Dewittville Fire Alignment

Portland and Brocton Fire Company Merger

Lakewood & Busti Shared Municipal Building

2020 Initiatives

Lakewood-Busti & Ellicott Pursue Closer Cooperation

Dunkirk & Fredonia Shared Police Facility

Hanover & Silver Creek Share Services in Common Building

Countywide Court Consolidation Initiative

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1. EXECUTIVE SUMMARY

There is little argument that sharing services often makes sense, and that efforts to expand the number and variety of cooperative services should be encouraged. Many local leaders in Chautauqua County are proposing bold new directions for their communities and engaging fellow leaders and the public in discussions on shared services and the potential efficiencies to be found.

In recent years, New York State has created a number of programs and incentives designed to empower and encourage local governments to improve their efficiency and lower taxes by reorganizing and sharing service delivery for many of their programs.

The Fiscal Year 2018 State Budget proposed by Governor Andrew Cuomo includes a new initiative designed to generate property tax savings by facilitating collaboration between local governments. The County-wide Shared Service Initiative (CWSSI) helps local communities come together to work towards developing a County-wide Shared Services Tax Savings Plan through intergovernmental cooperation. The Governor charged the Chief Executive Officer of each county with the responsibility of coordinating the development of a shared services panel and ultimately the delivery of each county's local plan.

Chautauqua County's approach to the development of a County-wide Shared Services Plan has been to tackle some of the more challenging approaches to shared services. While these projects are difficult; require more resources; and have a higher risk factor, this is the direction our municipalities have chosen to pursue in 2018.

Over the past 30 years, the municipalities within the County have actively pursued sharing services and increasing efficiencies due to the economic climate that often faced the western portion of the State. Therefore, the typical low hanging fruit that may be available to some municipalities in the State has already been harvested. However, as a small but industrious county, the municipalities within Chautauqua County are dedicated to finding additional opportunities to work together.



2. INTRODUCTION

Chautauqua County: Thinking Big & Thinking Long

Chautauqua County is located on the edge of Appalachia and has never been a rich county. Our citizens, while having lower per capita incomes than much of the State, have always been a proud group of people who are long accustomed to always having to look for ways to do more with less. As such, many of our community leaders have needed to creatively work together to share services such as code enforcement, fueling facilities, salt storage sheds, highway equipment and other formal and informal innovative approaches to improve and maintain crucial service delivery to our residents.

Governor Cuomo's latest series of policy initiatives, including the 2% Tax Cap policy, has challenged the county and its municipal partners to think big and to think long. A shrinking revenue stream, coupled with rising costs, makes it imperative for our communities as a group to leave the status quo behind and boldly push for change if they are to survive.

Thinking big means addressing challenges facing all the county's fire companies through the countywide fire service initiative. Although some fire companies are considering a merger, most want to remain independent. All struggle with the high cost of equipment and the challenge of recruiting and retaining volunteers.

Thinking big means recognizing that spending money on Fredonia's wastewater treatment plant can help Fredonia but can also cut costs for Dunkirk. The investment pays off only when neighbors work together.

Thinking big involves taking on the impending shortage of water purification and wastewater treatment operators among small systems across the county. Can we find creative ways to share this limited resource?

Thinking long observes that consolidation of the towns of Gerry & Charlotte will lead to the co- location of their highway departments which will facilitate the sharing of staff and equipment, even if gains only come through attrition. Co-location with Cassadaga Valley Central School District's main campus will open up opportunities that are unanticipated today.

Thinking long accepts that major investments don't pay off in a single year—or five. In this plan, capital projects are assessed over a 20 year period. The co-location of Fredonia and Dunkirk police won't only forestall more costly independent construction, it will also make cooperation on support functions easy and obvious. Compounded over time, modest savings on staff can make a major difference to taxpayers, paying off the investment, and then some.

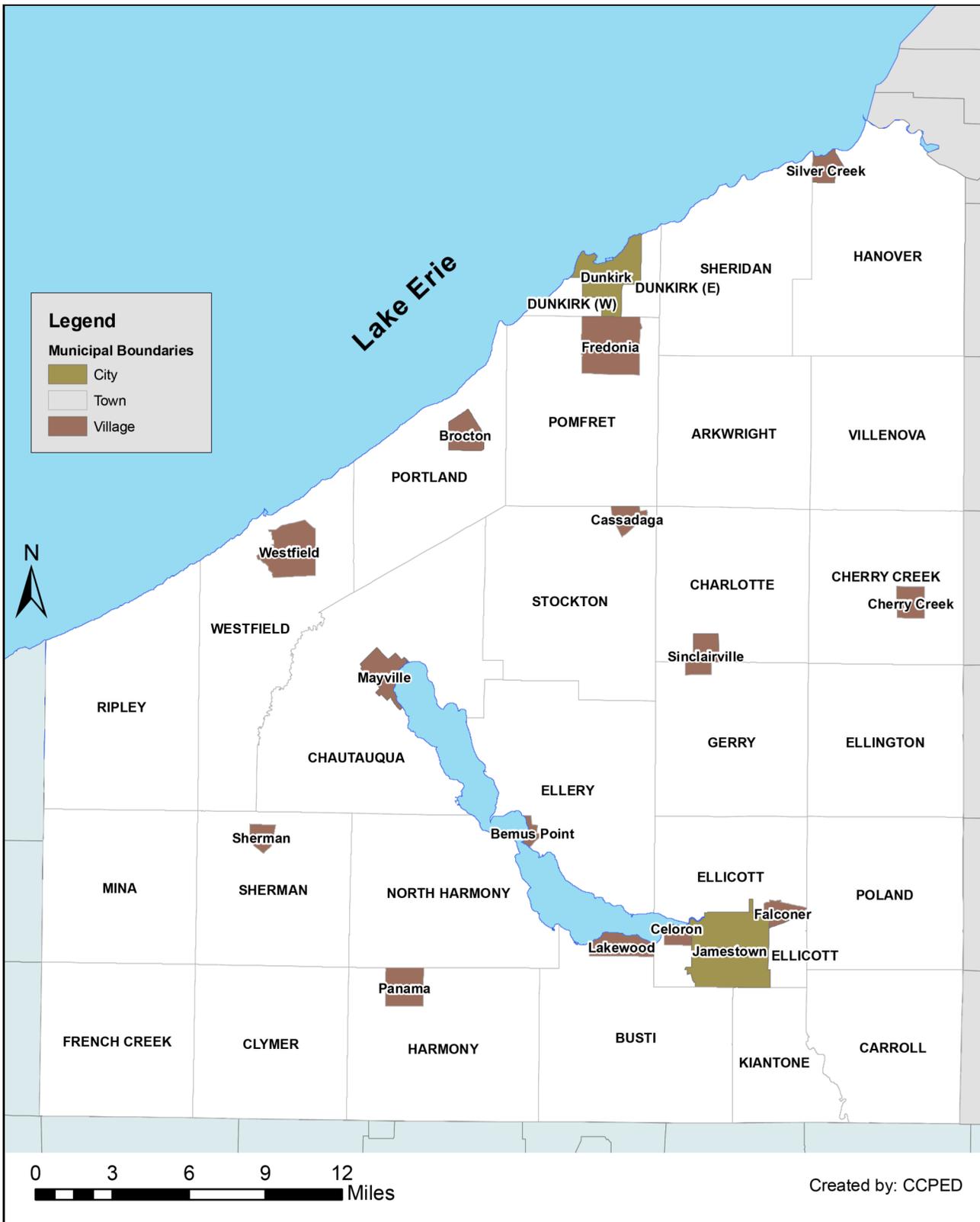
CWSSI Overview

Governor Cuomo's new initiative to reduce property taxes requires counties to assemble local governments to find efficiencies for real, recurring taxpayer savings. The County-Wide Shared Services Initiative, included in the enacted FY 2018 Budget, requires county officials to develop localized plans that find property tax savings by coordinating and eliminating duplicative services and propose coordinated services to enhance purchasing power.

The property tax is the largest tax burden to the New York taxpayer, with the typical taxpayer paying 2.5 times more in property taxes than in income taxes. While Governor Cuomo has made reducing this burden a central priority of his administration, the tax is still a significant expense for property owners. The goal of this new initiative is to save taxpayers money by identifying collaborative opportunities for shared services between as many local governments as possible.

The County-wide Shared Services Initiative (the "Initiative") establishes a Shared Services Panel (the "Panel") in each county, chaired by the Chief Executive Officer of the County. The Chautauqua County Shared Services Panel has worked to help develop this County-wide Shared Service Property Tax Savings Plan (the "Plan"), and will ultimately approve it. The progress that has been made so far, and the work that will be done to execute the vision of this Plan, is only possible through intergovernmental cooperation and a drive to find new opportunities to share and coordinate services in Chautauqua County. That intergovernmental cooperation has led to the development of new actions that can create actual and demonstrable property tax savings.

Chautauqua County Map





3. PLAN DEVELOPMENT PROCESS

Establishment of Shared Services Panel

As required by law, County Executive Vince Horrigan has assembled a Shared Services Panel to carry out the Initiative. The Panel is made up of the mayor of every city or village, and the supervisor of every town. In addition to these community leaders, BOCES representatives and school district superintendents were invited to participate on the panel.

Panel Members

Supervisors and Mayors

Arkwright Supervisor
 Bemus Point Mayor
 Brocton Village Mayor
 Busti Town Supervisor
 Carroll Town Supervisor
 Cassadaga Village Mayor
 Celoron Village Mayor
 Chautauqua Supervisor
 Cherry Creek Supervisor
 Cherry Creek Village Mayor
 Clymer Town Supervisor
 Dunkirk City Mayor
 Dunkirk Town Supervisor
 Ellery Town Supervisor
 Ellicott Town Supervisor
 Ellington Town Supervisor
 Falconer Village Mayor
 Fredonia Village Mayor
 French Creek Supervisor
 Gerry Town Supervisor
 Hanover Town Supervisor
 Jamestown City Mayor
 Kiantone Town Supervisor
 Lakewood Village Mayor
 Mayville Village Mayor
 Mina Town Supervisor
 North Harmony Supervisor
 Panama Village Mayor

Frederic P. Norton
 Bryan Dahlberg
 Richard L. Frost
 Jesse M. Robbins
 Jack S. Jones Jr.
 Mary Jo Anne Bauer
 Scott Schrecengost
 Donald Emhardt
 William W. Young
 Bruce W. Hendricks (acting)
 Travis B. Heiser
 Willie Rosas
 Richard A. Purol
 Arden E. Johnson
 Patrick W. McLaughlin
 Laura M. Cronk
 James R. Rensel
 Athanasia Landis
 David J. White
 John R. Crossley
 Todd Johnson
 Samuel Teresi
 Kevin E. Myers
 Cara Birrittieri
 Martin Bova Jr.
 Rebecca N. Brumagin
 Sally P. Carlson
 William F. Schneider



Bill Young, Cherry Creek Supervisor



Sally Carlson, North Harmony Supervisor



Athanasia Landis, Fredonia Mayor

Supervisors and Mayors (continued)

Poland Town Supervisor	Kelly A. Snow
Pomfret Town Supervisor	Donald R. Steger
Portland Town Supervisor	Daniel F. Schrantz
Ripley Town Supervisor	Douglas A. Bowen
Sheridan Town Supervisor	Louis S. Delmonte Sr.
Sherman Town Supervisor	Mark D. Persons
Silver Creek Village Mayor	Nicodemo J. Piccolo
Sinclairville Village Mayor	James E. Kianos Jr.
Stockton Town Supervisor	David J. Wilson
Villanova Town Supervisor	Richard S. Ardillo Jr.
Westfield Town Supervisor	Martha R. Bills
Westfield Village Mayor	Mike VandeVelde



John Crossley, Gerry Supervisor

School Superintendents & Representatives

Jamestown Public Schools	Vernon Connors
Frewsburg Central Schools	Shelly O'Boyle
Silver Creek Central Schools	Todd Crandall

Erie 2-Chautauqua-Cattaraugus BOCES

District Superintendent	David O'Rourke
Executive Director of Finance	Peter Ciminelli



Panel Meetings

Over the course of three meetings, all members of the Shared Services Panel were informed of the details of the CWSSI and were included in discussions to identify major opportunities and potential projects. These meetings were held on May 9th, May 15th, and August 7th of 2017.

In addition to the Panel, the Regional Solutions Commission has met during 2016 and 2017, also working towards shared services, government efficiency and tax savings. Established by County Executive Vince Horrigan and chaired by Legislator George Borrello, the Regional Solutions Commission has had more than 77 meetings, taking steps that have contributed to the CWSSI and this plan.

Plan Development

County Prepares Plan in Coordination with Panel

The county executive has consulted with, and has taken recommendations from all the representatives of the Shared Services Panel. Based upon input from the Shared Services Panel and the Regional Solutions Commission, an action plan for shared services and collaboration was developed. As these actions often take multiple years to complete, the plan is laid out in a three-year timeframe.

Plan Review

Submission to County Legislature

The county executive will submit the Plan to the Chautauqua County Legislature, accompanied by a certification as to the accuracy of the property tax savings. County legislators will thoroughly review the plan, comments and suggestions will be collected, and a summary report will be produced. The report will be submitted to the county executive by the full legislative body.

Public Input Process

The county executive, the county legislative body, and the Panel shall accept input and testimony on the Plan from the: public, civic, business, labor, and community leaders. To facilitate such input, a minimum of three public hearings will be held in the month of August. All such public hearings will be conducted before the plan is voted on by the Panel. Public notice of all such hearings shall be provided at least one week prior in the manner prescribed in Subdivision 1 of Section 104 of the Public Officers Law.

Approval or Disapproval by Shared Services Panel

A majority vote of the Panel is required for approval of the Plan. Each Panel Member must state in writing the reason for his or her vote. However, prior to the vote each member of the Panel may remove any proposed action that affects their local government. Written notice of the removal will be provided to the CEO prior to the Panel-wide vote.

4. RECENT SHARED SERVICE EFFORTS

Municipal Consolidation & Efficiency Competition

In late 2016, Governor Andrew Cuomo announced the Municipal Consolidation and Efficiency Competition for local governments to build consortiums and compete for a \$20 million award. In an effort to provide property tax savings, Governor Cuomo indicated that the aim of the initiative is to “incentivize local governments to band together, think outside the box, streamline their bureaucracies, cut costs, and deliver real relief to their taxpayers.”

As part of this competition, Chautauqua County submitted a Municipal Consolidation and Efficiency Plan (MCEP) to the State, outlining a list of potential shared service and consolidation projects for the future. The County worked with local municipalities to identify a list of key implementable projects.



In July of 2017, as part of the Municipal Consolidation and Efficiency Competition (MCEC), County Legislator and Regional Solutions Commission Chair George Borrello (pictured at left) presented an efficiency plan to the New York State Department of State (DOS).

This effort builds off of previous regional and local projects within Chautauqua County, to consolidate and/or share services. As an example of the County’s commitment, a resolution was passed in June of 2017 to provide assistance and to reward the efforts of communities that consolidated.



5. SHARED SERVICE OBJECTIVES

→ 2018 INITIATIVES

Countywide Fire Service Initiative to Cut Costs

Chautauqua County's 42 fire districts, companies, and departments reflect a deep and lasting community commitment to fire safety. Not immune from trends affecting fire service across the state and



nation, however, the county's fire service struggles with shrinking ranks of volunteers and pressure from taxpayers to reduce costs. Fewer volunteers are available due to socioeconomic changes like the rise of two earner families and a shift of employment from rural to urban areas. Additionally, as training requirements steadily increase and administrative needs grow for fire chiefs, the departments are facing many new challenges.

Rising standards from the State of New York, National Fire Protection Association (NFPA) and Insurance Services Office (ISO) influence fire department training, departmental ratings and fire insurance costs. While well-intentioned and generally supported by firefighters, these regulations drive up the cost of purchasing and replacing equipment.

The central focus of this project is to conduct a thorough evaluation of the operation of the fire service to help identify the current and future needs for support. The existing leadership of the fire service will be involved in the study and will help shape the findings. Any changes in future operations of the fire service will be based on the results of the study and under the direction from local fire service leaders. However, there is an anticipated need for additional administrative support and the opportunity to be more cost efficient in the purchasing of capital equipment.

If supported by a comprehensive study's findings, it is anticipated that the Fire Service Initiative will pursue the creation of a countywide position to relieve paperwork duties at the local level. The growing paperwork burden on individual companies falls disproportionately on the chiefs. More and more time is taken from recruitment and training as chiefs are forced to spend hours filling out forms.

A potential solution is for Chautauqua County to hire a full time administrator to assume a portion of the administrative burden of individual companies. Without this kind of support, the shift toward a partly paid service among volunteer companies will accelerate.

Based on the experience of other volunteer fire departments, it is estimated that freeing chiefs from paperwork will save money over time by extending the availability and activity of existing volunteers. Two departments in Chautauqua County have already had to add paid staff to compensate for a decline in volunteer availability. The goal of this aspect is to provide support to volunteer departments to enable them to accomplish administrative tasks through a central, shared, itinerant staff person. This shared person is estimated to have the potential to offset up to \$200,000 annually.

In addition, beyond large expenditures like apparatus, there is an abundance of equipment required for fire suppression that is costly and must be replaced on a fixed schedule. The Fire Service Initiative will develop consensus on specifications for self-contained breathing apparatuses (SCBAs) and turnout gear encouraged for use by all fire departments in the county to enable bulk purchasing of these expensive items. The Fire Service Initiative will also coordinate an exchange market that ensures that the smaller, less active companies have access to still-usable hoses, nozzles and other equipment being replaced by the more active departments.

In 2016, the combined fire companies, districts and departments spent \$1.8 million on apparatus. Annual capital spending could be reduced through group specifications and bidding. A collateral benefit would be the expansion of similar equipment throughout the county to foster inter-operability. The analysis for the plan assumes that capital spending falls by a modest 10%.

Chautauqua Region Water & Wastewater Cooperative

The Chautauqua Region faces a sizable reduction in the number of certified operators in the short term with a limited supply of qualified replacements. Coordination of personnel and water/sewer systems could ensure expert service quality and coverage.



The U.S. Bureau of Labor Statistics forecasts 30,000 retirements of water and wastewater treatment operators by 2024 plus 7,000 new positions, which is nearly a third of the 117,000 positions in the 2014 workforce. Good jobs that require training, certification and experience, but not a college degree, led to average earnings of \$46,000 in 2014.

The problem is particularly acute in rural areas and the Chautauqua region is no exception. An informal survey of municipal water and wastewater operations confirms that a large share of operators expect to retire in the near future.

Staffing

The Chautauqua Region Water & Wastewater Cooperative (CRWWC) is designed to address the staffing challenge confronting small municipal systems (defined by the U.S. Environmental Protection Agency as those serving communities with a population less than 3,300) by developing a shared pool of water and wastewater system operators. The smallest systems are staffed by a single person and although adjacent communities are generous with periodic backup, solo operators are nearly always “on call,” with nights, weekends, and vacations often interrupted as issues arise.

Larger systems, still thinly staffed, manage to provide “on call” and vacation service with costly overtime pay. Certification requirements make the problem of keeping these positions filled more difficult. For example, small water system operators are required to receive 15 hours of continuing education every three years and large-system operators are required to receive 30 hours (including 5 hours in the lab) of continuing

education every three years. Wastewater treatment plant operators are required to receive between 20 and 80 hours of continuing education every five years.

Laboratory Services

Routine testing is critical and costly. In addition to cooperative staffing, the Cooperative will explore the possibility of ‘pooling’ analytical services between water and wastewater utilities in order to obtain more competitive costs, to improve services, and for more efficient sample collection and transport.

Participants

The initial plan for the Cooperative could include the following 12 municipalities:

Chautauqua County: Brocton, Cassadaga, Cherry Creek, Hanover, Pomfret, Silver Creek, and Sinclairville

Cattaraugus County: Cattaraugus, Gowanda, Otto, Perrysburg, and South Dayton

Personnel costs for these small systems totaled \$2 million in 2016. The cooperative is expected to cost \$30,000 in legal fees and would require a coordinator. Pending a better understanding of the responsibilities of the position, we estimate a total cost (salary plus benefits) of \$90,000.

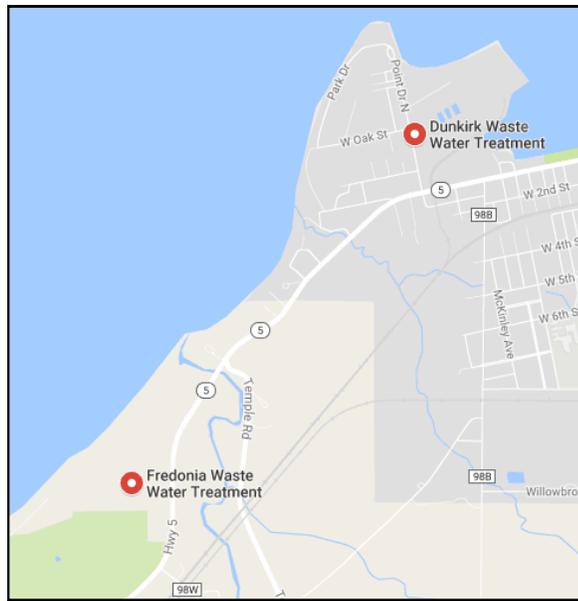
Reduction of staffing costs by 20% would yield savings of \$317,000 per year, a net present value (NPV), after estimated legal fees and the coordinator’s salary, of \$4.6 million. If staffing costs are reduced only 15%, annual savings would be \$215,000, with an NPV of \$3.1 million.

Another anticipated cost saving from the cooperative would come from a group purchase of testing services. A dozen systems—possibly more, if others in the county wish to join—are likely to get a much better price than the individual systems. We assume a 20% saving in this model.

Dunkirk & Fredonia Collaborate in Shared Composting Facility

The Village of Fredonia wastewater treatment plant was built in 1978 with a capacity of 3.3 million gallons per day (MGD) to serve both residential and industrial wastewater treatment needs. ConAgra's closure of its Carriage House plant in 2015 eliminated the plant's largest single user and left the facility with considerable excess capacity.

The City of Dunkirk's plant was built in 1929 with a capacity of 6 MGD, and the industrial use of the facility remains strong. As the two facilities are less than two miles apart, early speculation focused on a possible consolidation into a single plant. However, the plant engineers agree that complete consolidation would not be cost effective. A study of the challenges confronting both facilities has revealed a unique opportunity for collaboration that will save costs while reducing the environmental footprint of both communities by reducing the flow of wastewater sludge to the county landfill by 10,000 tons every year. This project is not cost-effective for either community acting alone, but is made possible by cooperation.



Both plants truck their sludge over 20 miles to the Chautauqua County landfill. In Dunkirk's case, the sludge must be stabilized with lime (purchased at an annual cost of \$55,000) before being transported to the landfill. The cost of landfill disposal and trucking of the sludge is \$300,000. The engineer to both municipalities has recommended developing a composting facility on the Fredonia site. After Fredonia's sludge has run through the digester and has been dewatered, it would go to the composting site. Dunkirk is in the process of upgrading its dewatering capabilities, although it will still require the addition of lime for stabilization before being trucked to the landfill. Alternatively, the dewatered sludge can be transported to Fredonia and sent directly to the composting facility.



The combined capital improvement cost is estimated to be \$4 million. In addition to diverting sludge from the landfill, the new facility will eliminate the need for capital equipment in Dunkirk to incorporate lime. Environmental values would be significantly enhanced by taking this step. Ten thousand tons of sludge would be diverted from the landfill to

supply fertilizer to the village and city, and made available to landscapers, homeowners and farmers. Although some municipalities have been able to sell their composted sludge, this analysis simply assumes that the facility will eliminate the cost of disposal.

The consulting engineer notes that the Fredonia anaerobic digester will produce methane worth an estimated \$30,000 per year in energy savings. Excess capacity in the digester could also be sold to local agricultural processors now using local landfills, both diverting their waste and potentially serving as another source of revenue. The cost savings from the captured methane is revenue that is included in the analysis but the other income-generating possibility is not.

The feasibility study will also explore the wisdom and cost-savings involved in some administrative consolidation of the facilities. In particular, the combined facilities might explore having a single chief operator. The current chief operator for the Fredonia facility, Betsy Sly, has retired and the village has not been able to find a replacement. Ms. Sly continues to perform essential duties within the limitations of the rules governing her retirement.

Total personnel cost at the two facilities was \$1.4 million, according to the latest New York State Comptroller financial report. The average salary and benefits earned by the two chief operators was \$112,000 in 2015. The project assumes that a single chief operator would earn more and that annual savings would be \$100,000. Permission from the New York State Department of Environmental Conservation (NYSDEC) would be required to move to a single chief operator.

Towns of Gerry & Charlotte to Merge, Village of Sinclairville to Dissolve

The leaders of the Towns of Gerry and Charlotte and the Village of Sinclairville believe that a consolidated local government may be better able to serve residents and taxpayers. With about 3,900 residents reported in the most recent Census figures, the combined town of Gerry/Charlotte would be the tenth largest in the county. The leadership believes that with size comes efficiency and capacity.

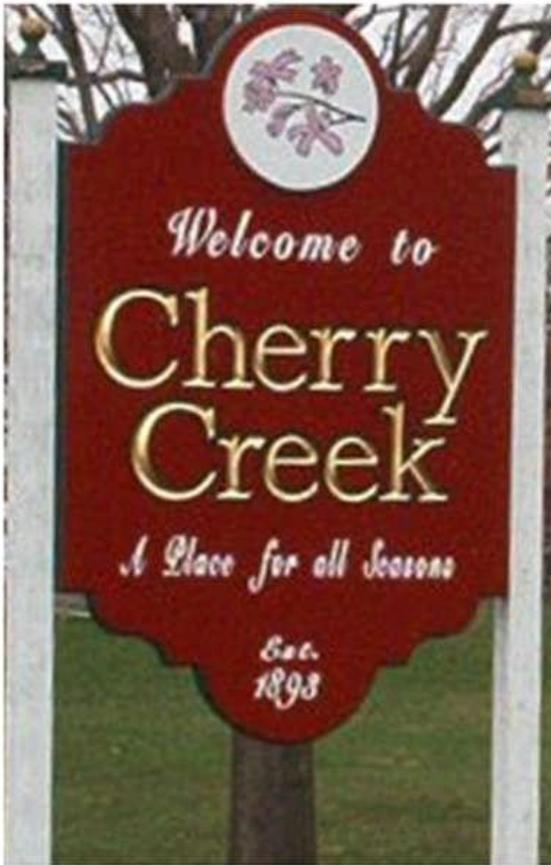
The geography of the towns is well suited to the merger and the only incorporated village, Sinclairville, straddles the border between the two towns. Moreover, the principal campus of the Cassadaga Valley Central School District (CVCSD) is very close to the Gerry-Charlotte boundary (just west of the village). These locational advantages strongly lend to the potential for a new municipal facility on the grounds of the school district near the CVCSD bus garage, a proposal firmly supported by the school superintendent.

As no towns have merged in New York State in living memory, this merger would establish a precedent that could serve as a framework to other places across the state with similar opportunities. The largest source of savings reflects cost reductions in the highway departments. The combined crews will be less likely to contract for services from outside agencies, cutting contractual spending by 15%. The combined departments will purchase less capital equipment, particularly immediately following the merger. The “steady state” reduction from the status quo is 15%, a level which is reached in four years. Departments can expect to experience a slight reduction in staffing costs (5% in the second year, 10% in the third, & 15% for the remaining time).

Administrative functions are also less costly in aggregate for a single, larger government than for three individual governments. After adjusting for likely salary increases for the supervisor and the town board, and reduced expenses due to the consolidated Clerk’s Office, administrative costs fall about \$44,000 annually.



Village of Cherry Creek Dissolves into Town



Spurred by a petition from residents (under NYS General Municipal Law §17-A), a referendum on dissolution was held in the Village of Cherry Creek on February 2, 2017, and passed with a large margin. A productive negotiation with leaders of the town of Cherry Creek resulted in a dissolution plan that has the support of the town board.

With a history of cooperation, the town had already assumed many of the costly local services. The actual dissolution, while important to the residents and of historical significance, reduces cost only slightly. Services to the village will continue through the town as it forms special districts to provide services only available to properties located in the concentrated area of the village. Annual savings will total about \$18,000 by the fourth year.

→ 2019 INITIATIVES

Jamestown and Chautauqua County Police/Sheriff Staffing Partnership



A collaboration between County Executive Vince Horrigan and Jamestown Mayor Sam Teresi has established a framework for a police staffing partnership. Intermunicipal agreements have been drafted and are under review by both parties to the agreement. Although committed to retaining a fully independent Jamestown Police Department (JPD), the framework allows vacant patrol positions in the JPD to be filled by Chautauqua County Sheriff's deputies. Over a 20 year period, the JPD's overall cost basis will be significantly reduced.

Maple Springs, Hartfield, Mayville, & Dewittville Fire Alignment

Four fire companies in close proximity have expressed interest in a closer affiliation, possibly including merger. All suffer from the same challenges—too few volunteers and too much administrative overhead. Discussions among the four vary in nature and commitment. However, a merger or partial merger among the four is a lively subject of debate. The Chautauqua County Municipal Consolidation and Efficiency Plan (MCEP) will fund and facilitate continued dialogue and study among the four.



Portland and Brocton Fire Company Merger



The organizational merger of the Portland Fire District and Village of Brocton fire companies into a joint fire district offers the potential for immediate savings through the sale of excess equipment, as both companies own heavy rescue trucks and ambulances. Given the relatively low call volume of these two departments, a merged company would be positioned to sell one of each, earning an estimated \$500,000.

Moreover, the close proximity of the two stations opens up the possibility of eliminating a facility, which would reduce operating costs, not simply capital equipment spending. The savings assumed here is based on a 20% reduction in contractual services and the purchase of equipment—\$34,000 in annual savings.

The possibility of consolidation has been explored previously—but legal fees stood in the way for two organizations that are chronically short of funds. Consolidation efforts would be facilitated by grant funds to cover legal fees and through a strong cooperative attitude.

Lakewood & Busti Shared Municipal Building

Recognizing that closer cooperation between the Town of Busti and Village of Lakewood would improve services to residents and promote future service sharing, the town and village leaders have proposed a joint town/village hall. The proposal is particularly appealing as both facilities have excess space that could fully accommodate the other government's office needs. The town and village already share the justice court. Increasing this kind of sharing is cited in Lakewood's current Comprehensive Plan.

The Lakewood Village Hall is located in a historic structure that was originally built as the fire hall. The village's principal offices are on the ground floor and significant

excess space on the second story could easily accommodate the offices of the Town of Busti. However, only the ground floor is ADA-compliant. The assessed value of the building, which includes the police department, is \$529,000.

The Busti Town Hall is a single story, former commercial building that has a recently refurbished courtroom, renovated office space, substantial former warehouse space and a finished basement, accessible only by stairs.



Which building would best accommodate the consolidated offices would be the subject of a feasibility study that would include an assessment of the marketability of the site vacated, the cost of adding an elevator to the joint facility and the cost of renovation. Returning the excessed site to the tax rolls would increase the return on investment. For purposes of this analysis, the renovation is assumed to cost \$750,000.

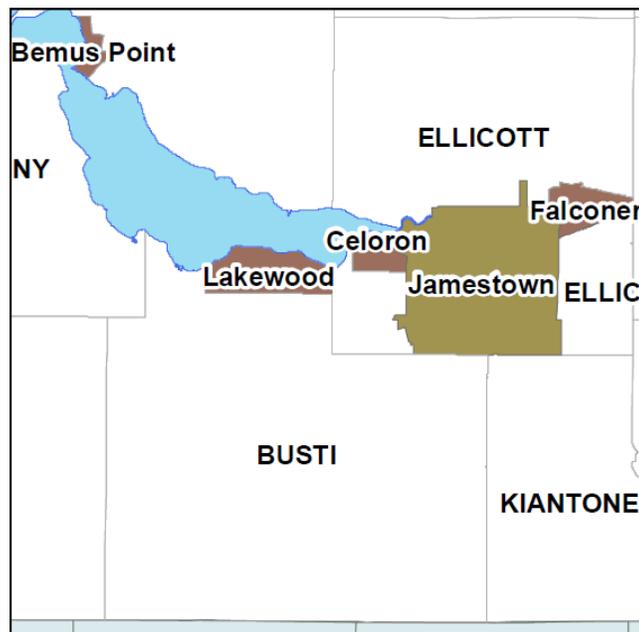
The feasibility study would also explore how co-location can spur opportunities for shared services between the town and village. Combined clerk and treasurer costs, for example, totaled about \$300,000 in 2016. Twenty percent saving is \$60,000 per year, a NPV of nearly \$900,000 for an ROI of 1.1. The MCEP would fund the feasibility study and the investment in wheelchair accessibility.



→ 2020 INITIATIVES

Lakewood-Busti & Ellicott Pursue Closer Cooperation

Lakewood and Busti already operate a combined police department, separate from the adjacent Town of Ellicott police department. Although the idea of a joint facility was proposed, a single shared station may be impractical because the two towns are divided by Chautauqua Lake and the City of Jamestown (although Lakewood-Busti could patrol the portion of Ellicott that sits south of the lake). As an interim step, the communities will study the idea of sharing a police chief. This would certainly lead to better coordination and might open the door to a full merger in the future. The two chiefs earn an average salary and benefits of \$128,000. Facility renovations are needed as well with an estimated cost of \$250,000.



The MCEP would sponsor a dialogue within the communities intended to lead to greater cooperation and the creation of an implementation plan at a cost of \$75,000.

Dunkirk & Fredonia Shared Police Facility

The Village of Fredonia and City of Dunkirk share a border and a critical problem: Their police facilities are woefully inadequate and are in immediate need of renovation. Evidence rooms are tiny and cluttered; cramped quarters make it impossible to keep the accused from confronting their accusers in transit; and interview rooms, locker rooms, and waiting rooms are all below state and national standards.

One solution might be a merger of the departments—yet the nature of police work in the City of Dunkirk and college-town Fredonia varies considerably. Police consolidation is politically difficult in any community.

However, a shared facility could bring the two departments together, promoting greater efficiency and enhanced cooperation without threatening the identities of the individual communities. The two police chiefs work well together and are strongly supportive of developing a facility with the following shared space:

- Locker rooms, particularly for female officers ,who struggle today with particularly inadequate space
- Training and conference rooms
- Interview rooms, including approved juvenile facilities and appropriate recording systems
- Holding cells that meet modern standards
- Evidence storage that would allow each agency to keep their materials segregated, but would help with appropriate security, ventilation, refrigeration and freezing of evidence.
- Vehicle garage/shelter for patrol vehicles to limit the need for vehicles to idle in cold weather
- Dispatch/ control room space

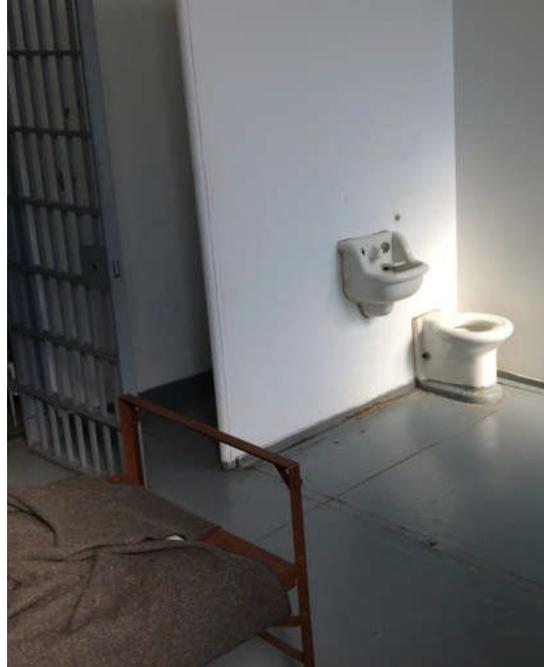


Cost Savings

Built separately, the combined building footprint required is an estimated 23,000 square feet. At a cost of \$300 per square foot, the combined expenditure would be about \$7 million. Preliminary estimates suggest that about 30% of the combined structure could be shared, saving a capital cost of \$2 million.

Shared staffing is also desirable and likely to occur once the departments are co-located. This will require considerable planning and discussion, however, which has yet to occur and is not included in this analysis. Total personnel costs for the two departments totaled \$7.1 million in 2016 and annual savings

of only 5% would total a 20 year net present value of over \$5 million. An additional benefit would be the ability of the Dunkirk City Court to expand its footprint in a cost-effective manner after the police vacate their space on the ground floor to meet the needs of a modern court as recommended by the Office of Court Administration.



Hanover & Silver Creek Share Services in Common Building



Hanover Town Hall (Source: *The Observer*)

The Town of Hanover has been actively engaged in integrating the village of Forestville, which dissolved at the end of 2016, into the town's normal activity. The town has taken over Forestville's public works responsibilities, including its water system, and has

assumed responsibility for the youth recreation program. With an eye toward creating a town-wide recreation program, the structure of this summer's program is designed to accommodate expansion.

Forestville's dissolution has exacerbated a facility challenge for the town, and the town board is seeking an alternative. Moreover, the newly formed fire district has taken over the Forestville facility and has created a problem for the town's senior center, because the fire district is unable to host the seniors in that building.

The Village of Silver Creek, having addressed severe financial problems over the last few years, is seeking to solidify its financial position through closer integration with the Town of Hanover. Both the town and the village believe that this integration is best achieved through co-location. Silver Creek has proposed a significant change to both its treasury function and to its justice court.

A new facility housing both the village and the town would permit a repurposing of the current town hall as a community center serving both seniors and youth, and providing needed expansion space for both the town and village historians. Tentatively, the combined new municipal building would be about 12,000 square feet. At an anticipated cost of \$250 per square foot, the total building cost would be about \$3 million. The town and village are exploring several possible sites.

Countywide Court Consolidation Initiative

The exploration of countywide court consolidation could reveal many opportunities for government efficiency and major tax savings. The number of local city, town, and village courts could be reduced by consolidating or clustering courts based on size and location. One possible plan would involve the establishment of a few centrally located courts that would each serve a different area of the county. Public defenders currently travel back and forth between the many existing courts. Reducing the amount and distance they travel is one example of how costs can be cut.

Pursuant to Village Law Section 3-301, if a town contains a village that has established the office of village justice, the village board of trustees may abolish the office of village justice by local law or resolution. This would take effect only after the current term for the village justice expires. The town justice court in which the village is located would then have jurisdiction of all justice court matters arising in the village. Regardless of this consolidation, the village would continue to receive fines resulting from violations of local village laws.

A similar consolidation of two or more town justice courts may be accomplished under the Uniform Justice Court Act, Section 106-a. Two or more towns that form a contiguous geographic area within the same county are authorized to form a single justice court, made up of justices elected from each town.

A study to explore clustering or consolidating courts in Chautauqua County would be the necessary first step to developing the right approach. This would be an ambitious project that could lead to significant cost reduction and tax savings.



6. ESTIMATED PROPERTY TAX SAVINGS

→ 2018 INITIATIVES

PROJECT	MUNICIPALITIES INVOLVED	2018 SAVINGS PER MUNICIPALITY	2018 OVERALL SAVINGS
Countywide Fire Service Initiative	39 municipalities with volunteer fire companies	\$5,128	\$200,000
Chautauqua Region Water & Waste Water Cooperative	8 municipalities (plus 5 in Cattaraugus County)	\$16,538	\$215,000
Dunkirk & Fredonia Shared Composting Facility	City of Dunkirk and Village of Fredonia	\$140,000	\$280,000
Gerry & Charlotte Merger/ Sinclairville Dissolution	Towns of Gerry & Charlotte, Village of Sinclairville	\$298,500*	\$298,500
Cherry Creek Dissolution	Town & Village of Cherry Creek	\$10,000*	\$10,000
		TOTAL 2018 SAVINGS	\$1,003,500

* These estimates represent savings that would be experienced by a single consolidated municipality.



7. CONCLUSION

This ambitious three-year plan for shared services in Chautauqua County is about hard work, innovation, and optimism for the future. The people of this county are thinking big because they know what it takes to make real change and create real savings. They are thinking long because they know that success comes from patience, diligence, and long-term commitment that endures beyond one political administration or one generation. The projects presented in this plan are a major step in Chautauqua County's continuing efforts to create savings and make government more efficient.



